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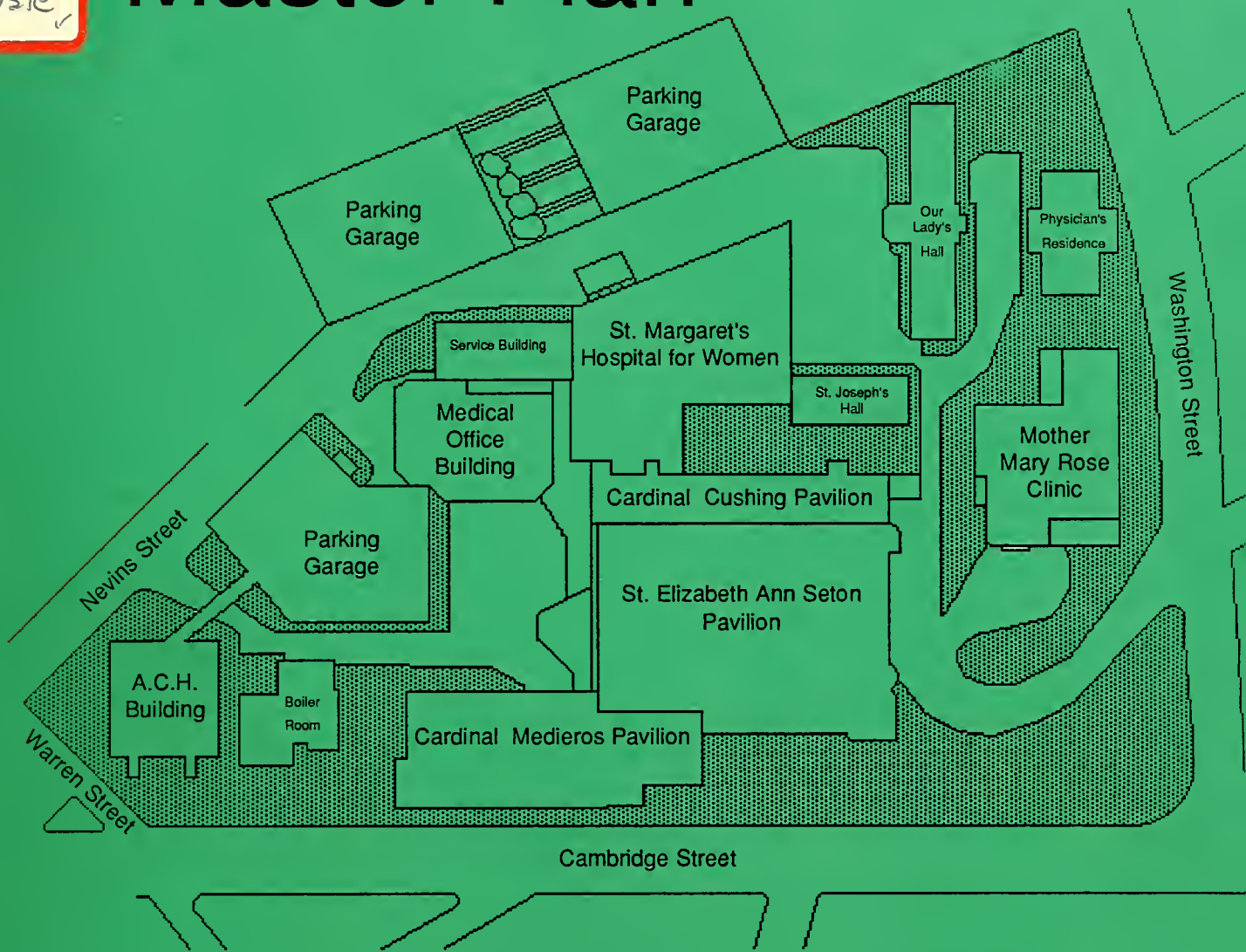

St. Elizabeth's Hospital of Boston

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October 1988

Annual Update

736 Cambridge Street, Brighton, Massachusetts 02135
Member Hospital Caritas Christi - A Catholic Health Care System

ST. ELIZABETH'S HOSPITAL OF BOSTON
736 Cambridge Street, Boston, Massachusetts 02135 (617) 789-3000

WILLIAM J. SKERRY
President

October 6, 1988

Mayor Raymond L. Flynn
Mayor, City of Boston

Dear Mayor Flynn:

Just one year ago, St. Elizabeth's Hospital of Boston filed its first long range master plan, one of the most comprehensive planning documents ever filed by any health care facility in our city.

At that time, you will recall that we not only cited the increasingly frightening fiscal crisis facing both public and private hospitals, but also the likelihood that new alliances and ventures would need to be pursued so as to guarantee the very existence, let alone prosperity, of our hospitals. A notable example highlighting the seriousness of this crisis was the recent, permanent closing of our neighbor, Brookline Hospital.

Such a situation has indeed been realized.

A great and venerable institution of medicine, St. Margaret's Hospital for Women in Dorchester, facing serious budget and program constraints, is seeking approval to relocate to the campus of St. Elizabeth's in Brighton. At a time when hospitals are closing elsewhere, this partnership, guided by the Archdiocese of Boston and Caritas Christi, will ensure the people of Boston a considerably enhanced facility for patient care and research, as well as a renewed commitment to quality obstetrical and neonatal care. The Archdiocese took special care to insure that this medical center would remain in our City.

The announcement of the relocation of St. Margaret's is a primary motivation for this amendment to our 1987 master plan. As we pledged to your Office of Neighborhood Services last year, however, we intend to fulfill both the spirit and intent of the master plan ordinance, allowing St.

Elizabeth's Hospital the opportunity to share relevant news with its neighbors each year.

The support of the city and its agencies in the relocation of St. Margaret's Hospital to our campus is essential. It is essential to the well being of the Archdiocese's health care delivery system, to the two institutions most directly involved, and ultimately essential to the tens of thousands of patients we care for each year.

Thank you for your ongoing consideration of our mission.

Very truly yours,

William J. Skerry,
President

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PREFACE

This amendment serves as an update to the Master Plan of St. Elizabeth's Hospital of Boston, filed in May 1987 by the Hospital Board of Trustees. That document, some 117 pages in length, is one of the most comprehensive planning statements ever filed by a health care institution in the City of Boston.

Copies of the original Master Plan were filed with the Office of the Mayor, Office of Neighborhood Services, Boston Redevelopment Authority, Zoning Board of Appeals, Institutional Expansion Board, PZAC and IPOD Committees, the City Inspection and Building Departments, Allston-Brighton Health Care Coalition, and the Boston Public Library.

In addition, individual copies were mailed to dozens of community, neighborhood and elected leaders throughout the Allston-Brighton community. Copies may be read at any of the offices listed above, or can be read by appointment at the Office of Community Health Services, St. Elizabeth's Hospital, 789-2441 at mutually convenient times.

Please note that this amendment is not a new master plan and should be read only as an update to the original filing.

A MASTER PLANNING SUMMARY BY FACILITY

Note: the numbers of the buildings that follow correspond to the 1987 master plan. Full descriptions appear in that document.

1. Cardinal Cushing Pavilion

Long Term: As a result of the expected relocation of St. Margaret's Hospital for Women to Brighton, St. Elizabeth's existing obstetrical service will be realigned with that of St. Margaret's in the proposed facility. The vacancy created by the obstetrical area will allow the hospital to expand its clinical/laboratory programming in a sensible manner, closer to patient care and testing areas and thus assuring a more timely and efficient delivery of services.

Modest internal renovations are expected over the next several years, with no significant major changes other than that cited above. Space is changed occasionally within the facility due to programmatic needs given the very nature of a health care facility.

Change of Use: No significant change of use is contemplated at this time.

2. The Rosemary Quinn Building

Last year the Hospital noted that this facility, like most, is continually upgraded so as to meet or exceed various code and requirements. There have been no major renovations during the past year.

Long term: As noted later in this Master Plan update, the Hospital has been planning for the expected relocation of St. Margaret's Hospital to the campus of St. Elizabeth's Hospital. After considerable study of available and alternative sites, the location of the Quinn Building and Keith Chapel have been designated to accomodate the home of the new St. Margaret's. The rationale for the relocation and additional details on planning for the facility are outlined elsewhere in this report.

Change of Use: See above

3. The Cardinal Medeiros Pavilion

One of the most modern and essential facilities on the St. Elizabeth's campus, the Medeiros building has a licensed bed capacity of 74 medical/surgical beds and 9 surgical intensive care beds. Various operating rooms, clinical support services, X-ray services and administrative offices continue to be used in the Medeiros Pavilion.

Long Term: The community will be pleased to know that the Hospital has received state authorization to bring a MRI (magnetic resonance imaging) unit to St. Elizabeth's campus three days a week starting this year. The MRI is a state-of-the-art instrument that provides physicians unusually advanced data regarding internal disorders, often leading to more rapid diagnosis and treatment.

In addition, St. Elizabeth's hopes to bring a Lithotriptor to the campus on remaining days of the week. This machine is an ultrasonic instrument used to reduce kidney stones; preliminary research indicates successful use on gallstones as well. Currently, only Massachusetts General Hospital and the Lahey Clinic in Burlington have such machines on site, a tremendous inconvenience to area residents near St. Elizabeth's. Both machines could be in use at St. Elizabeth's by the end of 1988.

Because of its strategically important location, an internal access walkway from these portable units to the Medeiros building would be required and is now in planning stages.

Change of Use: No significant change of use of the Medeiros building is contemplated at this time.

4. The Mother Mary Rose Clinic

As noted last year, St. Elizabeth's Hospital continues to pursue additional research efforts so as to respond to requests from city, state and federal agencies for advanced insight into a matrix of medical diseases and disorders. Many of these efforts are focused in the Mother Mary Rose Clinic which is also home to the emergency treatment center and blood bank.

Long Term: As noted last year, minor renovation, continual maintenance, and upgrading of the interior structures is essential to a consistent level of quality medical care. In addition, there is the strong likelihood that some outpatient activities will be relocated to the Mother Mary Rose Clinic, along with some clinical laboratories activity that is consistent with existing usages.

Change of Use: No significant change of use is contemplated at this time. Of course, public health issues are continually challenging the medical community, and research responses to these challenges would likely be focused in this facility.

5. The St. Elizabeth Ann Seton Pavilion

The Seton Pavilion continues to house two floors of medical/surgical facilities with a capacity of 124 beds, one floor of psychiatric facilities (56 beds), 14 intensive care beds, the pulmonary medicine department, gastro-intestinal department, ambulatory surgery facility and surgical supplies sterilization. No significant programmatic changes have taken place since last year.

Long Term: Continual maintenance to meet or exceed codes is a priority. Consolidation or relocation of internal space is always possible.

Change of Use: No significant change of use is contemplated at this time.

6. St. Joseph's Hall

Constructed in 1917, the building has been the focus of some upgrading over the past two years, including general retrofitting and similar maintenance. The medical records department, data processing, mailroom, print shop, administrative offices and some physician space continues to occupy St. Joseph's Hall.

Long Term: Continual maintenance of the building is needed to meet or exceed code.

Change of Use: No significant change of use is contemplated at this time.

7. Keith Chapel

This facility, as was noted last year, remains a problem from a sound planning perspective. Built in 1927, long before modern construction techniques, the building requires a disproportionate degree of maintenance given level of use, which is most modest.

Given the relocation of St. Margaret's Hospital for Women to the St. Elizabeth's campus, this site has clear advantages in terms of best accomodating the new St. Margaret's and sensibly integrating its programmatic and patient services into the existing infrastructure system of St. Elizabeth's Hospital.

Long Term: The building will be replaced with the new facility for St. Margaret's Hospital for Women.

Change of Use: See above.

8. The Service Building

This facility houses a receiving dock, general storage, warehousing, a linen staging area, pharmacy and morgue. The building has received some modest upgrading over the past year, but appears to have a limited longevity in terms of its ability to service the ancillary program needs of St. Elizabeth's.

Long Term: The Hospital will study its options with regards to the service building, especially in light of final engineering and programmatic needs dictated by the relocation of St. Margaret's Hospital.

Change of Use: No significant change of use is contemplated for 1988.

9. The Power House

Constructed in 1913, the power house generates steam used throughout the entire Hospital system. It is in need of major repairs, however, and the Hospital has been pursuing the concept of a new energy system for four years.

It is highly probable that especially in light of the relocation of St. Margaret's Hospital that the power house will be in need of complete rebuilding or significant programming change. Until feasibility studies are completed, no further speculation should be offered.

Long Term: Complete rebuilding or major renovations. Since the 1987 Master Plan was filed, the Hospital has received approval to pursue a trash to energy incinerator system and will continue to pursue this over the short term, although the capacity of the final system may be modestly adjusted upward to accomodate the St. Margaret's facility.

Change of Use: A power house is essential to the Hospital and this site seems most likely for continued use in that regard.

10. The House Officers Quarters

This five-story building houses an officers dormitory, offices and blood donor facilities. Over the short term, the Hospital hopes to incorporate some type of light overnight accomodations for those travelling some distance for medical care.

Long Term: Continued upgrading and maintenance so as to have the Officers Quarters meet or exceed building code is anticipated.

Change of Use: As noted above.

11. Our Lady's Hall

Internal renovations continue in Our Lady's Hall, a reinforced concrete structure built in 1946. Various administrative and fiscal offices, computer and personnel functions, training and community health programs are centered here along with the School of Nursing Lecture Hall.

Long Term: Continued upgrading and maintenance will be pursued.

Change of Use: No significant change is contemplated at this time.

12. The Parking Garage

On four split levels of 96,000 square feet, the parking garage accomodates 275 vehicles. The garage has proven to be a sound investment, reducing vehicular congestion in and around the campus area.

With the relocation of St. Margaret's Hospital, a renewed commitment to parking will be needed.

Plans are being pursued for a facility for approximately 400-600 vehicles on a portion of the hill property owned by the St. Elizabeth's Hospital Foundation, located directly behind both Keith Chapel and Our Lady's Hall. The facility would have two sections, one for St. Elizabeth's Hospital and another for St. Margaret's Hospital.The advantage of this site is that the contour of the parcel is such that underground parking would be viable for some stories, screening the view from any community location due to the surrounding Hospital facilities.

The Hospital is fully cognizant of community concerns regarding the necessity that adequate parking be provided for the St. Margaret's program. It intends to pursue this concept and make the necessary investment for a sound campus parking plan after traffic and engineering studies and approvals are secured.

Change of Use: as above

13. Associated Catholic Hospital (also called multi-purpose building)

St. Elizabeth's continues to lease most of this building owned by Associated Catholic Hospitals, Inc. Laboratories and a Hospital-sponsored internal medicine group practice are housed here.

Currently, work is underway to improve and renovate most of the ACH building. By spring 1989, we envision that three-fifths of the facility will be devoted to medical research; it is possible that the entire facility could be research-based by the end of the decade. A primary factor is the increased number of grants provided to St. Elizabeth's from the National Institutes of Health and other agencies for hematology, cardiology, gastroenterology and biomedical research. Divisions within the Department of Medicine and Psychiatry are also examining ways in which the ACH building could be better realigned for their purposes, although no formal recommendations are expected soon.

Long Term: continual space reallocation and maintenance to insure that the building meets or exceeds codes and requirements is expected.

Change of Use: as above

GENERAL COMMENTS ON CAMPUS PARKING AND TRAFFIC

As has been the case for many years, St. Elizabeth's continually evaluates the success of its traffic pattern and parking programs. Today the flow of traffic is such that there is minimal impact on the surrounding neighborhood. The desire of the Hospital is to continue to pro-actively anticipate future needs so that the success of existing patterns continues.

With the relocation of St. Margaret's Hospital to the St. Elizabeth's campus, the Hospital has agreed with the community that a traffic analysis of anticipated traffic flows and impact be launched. In cooperation with the two community groups which have asked to work with us on this issue (The Brighton-Allston Improvement Association and Washington Heights Association), a traffic consultant is now undertaking such a study.

As the relocation progresses over the next year and a half, a shuttle bus feeder system that would bring Dorchester patients to and from St. Elizabeth's, (significantly reducing the need for individual vehicles), will be examined. The involvement and advice of both St. Margaret's and of the Community Advisory Committee (CAC) of St. Elizabeth's will ensure that community sentiment in the design of this program is pursued.

STATUS REPORT ON THE NEW MEDICAL OFFICE BUILDING

After one of the most comprehensive neighborhood and community briefing programs in years by a Boston health care facility, St. Elizabeth's Hospital secured permission from the Boston Redevelopment Authority and the Zoning Board of Appeals to proceed with a new medical office building in 1987.

The Hospital is most appreciative of the support of community leaders and the City during the planning process. Given the additional resources and medical specializations of the St. Margaret's staff, St. Elizabeth's Hospital will, within a few years, be able to serve the people of Boston in a more complete environment than now available, making it one of the most advanced medical centers in the entire region.

Over the past several months, the Hospital has been in the process of receiving various clearances from financing authorities for the new medical office building. Once these are secured, site work will begin on the facility.

STATUS REPORT ON A NEW ENERGY FACILITY

Last year also marked a year in which community briefings and city reviews led to building approvals for a new 'trash to energy' system which would generate heat for the Hospital system.

With the relocation of St. Margaret's to the St. Elizabeth's campus, the capacity of this unit is likely to change somewhat, a factor that Hospital administrators are currently evaluating. Any amendments to existing approvals will receive community review.

RELOCATION OF ST. MARGARET'S HOSPITAL

Background and Approvals

On June 6, 1988, the Board of Trustees of St. Margaret's Hospital for Women in Dorchester voted to ask the state for permission to move its Jones Hill facility to a location on the campus of St. Elizabeth's Hospital.

St. Margaret's interest in relocating has been widely known for a few years to city officials and state health planners. Both Carney Hospital and Cardinal Cushing Hospital were carefully studied and compared with St. Elizabeth's as possible sites for a new St. Margaret's Hospital for Women. Community leaders serving on the St. Elizabeth's Community Advisory Committee were notified of preliminary discussions earlier this year. However, the distinct probability that St. Elizabeth's would be the site of preference by St. Margaret's was not known until late spring.

The relocation has been approved by the Board of Caritas Christi, the Catholic health care system of the Archdiocese of Boston.

The Environment of Change

In an era in which the health care delivery system is in the midst of its greatest crisis in history, hospitals and medical centers are closing their doors in record numbers. Changing methods of reimbursements, increasing maintenance and labor costs, liability burdens and other factors have contributed to a heightened sense of anxiety among legislators, insurers, administrators and ultimately, all of us as patients.

Concurrent with cutbacks at many institutions, new alliances have been pursued when Hospitals can complement each other's strengths. Such is the case with the relocation of St. Margaret's to St. Elizabeth's.

The advantages of the relocation to Allston-Brighton are many, including:

- *a strengthened commitment to the Catholic health care ministry*
- *more efficient delivery of services within the Catholic health care system*
- *a comprehensive resource for women's health*
- *a greater array of services and specialties offered area residents*
- *more modern care facilities for patients*
- *improved research facilities for scientists and physicians*
- *return of in-patient pediatric care to the Allston-Brighton community*

Clearly, the synergy of two well respected Boston medical institutions aligning with each other is in the best interest of the entire city.

Partners, With Specializations

St. Elizabeth's is a major teaching arm of the Tufts University School of Medicine and has been since 1946; the Hospital also boasts one of the most esteemed medical education programs in the region: three year programs are offered in medicine, anesthesia, and psychiatry; five year programs are offered in surgery; post-graduate programs are offered in cardiology, hematology/oncology, renal and pulmonary sciences. The St. Elizabeth's School of Nursing is eminent in its field.

Likewise, the OB/GYN and neonatal expertise of St. Margaret's, where over 600,000 Bostonians have been born in this century alone, provide ample evidence that a renewed sense of commitment to quality health care is the goal of this plan.

As physicians, nurses, clinicians, scientists and health care administrators, our primary attention, daily, focuses upon our patients.

The fact is that the environment in which our medical institutions exist is in a state of tremendous challenge. Not only are demographics

in our service areas changing, but changing too are the types of diseases and disorders we treat, the methods by which we are reimbursed as non-profit institutions, even the way in which we train tomorrow's doctors and nurses. Those hospitals located in our major urban areas that fail to anticipate these changes, and react to them pro-actively and responsibly today, may not be well equipped to service our own families in the years ahead.

Planning for St. Margaret's

At this stage, prior to applying for various approvals that are necessary from internal sources, St. Elizabeth's can only provide a summary of programmatic needs which the Board of Trustees of St. Margaret's has expressed. We are reasonably assured, however, that the description that follows will be accurate from a planning perspective.

A new facility accomodating St. Margaret's on the St. Elizabeth's campus will require approximately 130,000 square feet in a facility from four to six stories in height. A new building would include:

physician's offices
laboratories
diagnostic areas
administrative and support areas
labor and delivery rooms

neonatal facilities
woman's health center
operating rooms
counselling rooms

At this stage, definitive numbers are not available, but it is likely that some employees of St. Margaret's would transfer to the new site. Approximately 3,000 new births annually would be expected at the new facility.

Given the fact that St. Elizabeth's will be providing services to St. Margaret's and that OB/GYN services will be consolidated so as to avoid duplication, a more effective and efficient delivery of patient care to the people of Boston will result.

Evaluating The Plan

St. Elizabeth's Hospital has, over the years, enjoyed a fruitful dialogue with its neighbors. In the coming months we expect that the process will continue as plans to incorporate a new facility are evaluated by both abutters, neighborhood representatives, city officials, and state authorities.

In addition to an aggressive program of Community Health Services, which links St. Elizabeth's Hospital with dozens of

neighborhood associations and community needs programs, a Community Advisory Committee (CAC) of the Hospital has been meeting regularly for several years. The CAC has served as a sounding board for Hospital plans, programs and Community needs. The Advisory Committee was first informed of the likelihood of a St. Margaret's affiliation in April, 1988. A listing of CAC members appears in the appendix of the original Master Plan.

The CAC is an important avenue of dialogue for the Hospital; it is not the only one. Hospital representatives have spent hundreds of hours over the past several years attending meetings of the city's IPOD, PZAC, Master Plan Committee and other bodies, particularly with regards to new zoning regulations and associated issues. The Hospital is also an active contributor and community leader on several fronts; an array of civic organizations and charitable organizations benefit from one of strongest community relations efforts in the city.

In the coming months, the plan to relocate St. Margaret's Hospital for Women will be the focus of healthy community dialogue. We intend to be as cooperative in the process as possible, providing credible data and responses to honest questions. It is important to note, however, that until specific building, architectural, engineering and hydrogeologic issues are resolved that not all questions can be fully answered. A filing for a Determination of Need (DON) from the state Department of Public

Health will help shape many of these and related details of a new facility.

Certainly, among the issues that St. Elizabeth's and St. Margaret's will jointly study in the coming months are:

building, density and height issues
traffic and parking considerations
community employment opportunities
shuttle bus feeder system
sensible Hospital campus planning
linking the new facility to existing infrastructure/systems
ancillary services
architectural sensitivity
engineering aspects of the plan
economic benefits to local merchants and contractors

There are numerous others. But at this stage, after many conversations with our colleagues from St. Margaret's, it is clear that both institutions consider community dialogue to be imperative for successful health care delivery to our neighbors.

Last year, in our first Master Plan, we indicated that as a primary objective, St. Elizabeth's seeks

to create a Hospital campus that is well defined and programmatically sensitive to the need for patient services... and for more services to be located convenient to its population base and public transportation

We also said that in fulfilling that mandate, that we sought to

construct facilities that will cause minimal or no negative impact on the adjacent area we share with our neighbors

Both of these goals remain very much at the core of the plan to welcome St. Margaret's to St. Elizabeth's campus.

A CONTINUATION OF TERTIARY CARE

St. Elizabeth's Hospital is a charter member of Caritas Christi, a network of Archdiocesan health care facilities sponsored by the Archdiocese of Boston. We consider our role as a tertiary general hospital to be a special one; we have a very special bond with the two million Catholics of the Archdiocese who span some 410 parishes in 140 Massachusetts cities and towns.

We will not recite the Hospital mission statement; it is articulated well in the master plan of 1987. However, it is important to recall our commitment to sensitive, humanistic medical care for everyone, regardless of faith. This remains a hallmark of St. Elizabeth's Hospital. Although institutions are sometimes perceived only as buildings, they are really much more-- our entire staff works diligently to serve the people of Boston in a tradition of care unparalleled since 1868.

FOR MORE INFORMATION

Questions on specific details of this annual update are available by contacting:

Mr. Frank Moy
Director of Community Health Services
St. Elizabeth's Hospital of Boston
736 Cambridge Street
Brighton, MA 02135

Telephone: 789-2430

MEETINGS

In recent months, representatives of both St. Elizabeth's and St. Margaret's Hospitals have been meeting with city and neighborhood representatives on the various issues outlined in this update. During the coming year we expect to host and participate in a series of additional briefings at which time additional details on the relocation plan will be reviewed. If you would like to be placed on our mailing list for meetings, please contact Community Health Services at the number listed above.

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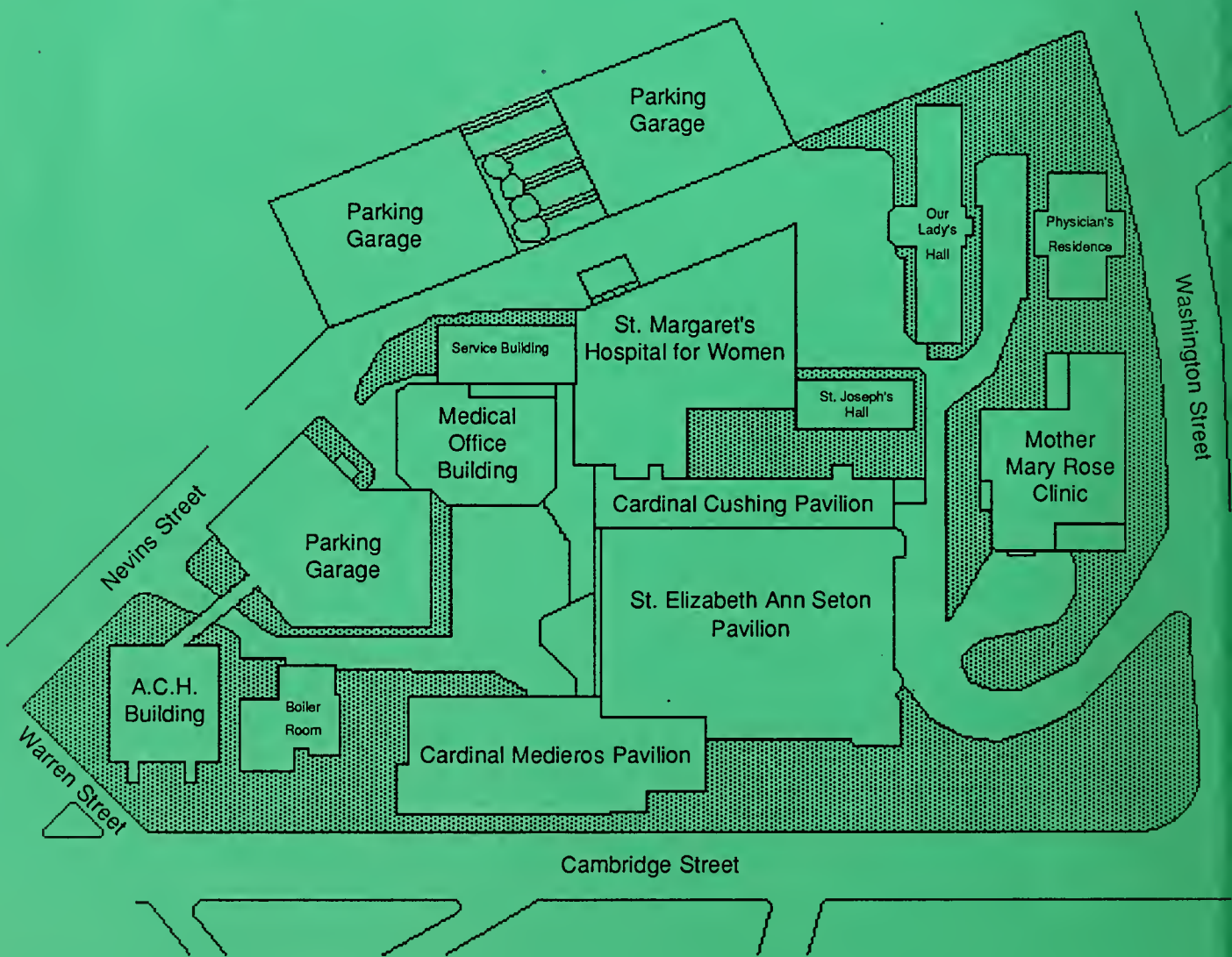
Substantial Usages

Health Care	Ancillary Services	Fiscal / Administrative
A.C.H. Building	*Boiler Room*	Our Lady's Hall
Cushing Pavilion	*Parking Garages*	
Medical Office Building	*Physician's Residence*	
Medieros Pavilion	*Service Building*	
Mother Mary Rose Clinic		
Seton Pavilion		
St. Joseph's Hall		
St. Margaret's Hospital for Women		



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